

# Recognition to Drive Engagement – A Scotiabank Case Study

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*Director Global Employee Recognition at Scotiabank*

**Vanessa Brangwyn**

*Chief Customer Officer at Achievers*



- The Impact of Recognition
- The Service Profit Chain
- Customer Case Study - Scotiabank
- Pillars of Success



We all know  
recognition  
works...

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*“Recognizing employees is the simplest way to  
improve morale and employee engagement.”*

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Source: Harvard Business Review May 9, 2016





Organizations in the top quartile of employee engagement scores had **17% higher productivity** than those in the bottom quartile.

Source: Gallup – Q12 Meta Analysis May 2016





A top-down photograph of a hand pouring milk from a white pitcher into a white coffee cup. The cup is on a light-colored wooden table. The coffee in the cup has a brown and tan latte art pattern. The text "The Employee Experience" is overlaid on the pitcher.

The Employee  
Experience

determines

The Customer  
Experience.

# Employee Engagement





And the business thrives...

Companies with highly-engaged workplaces outperform their peers in earnings per share by

**+147%**

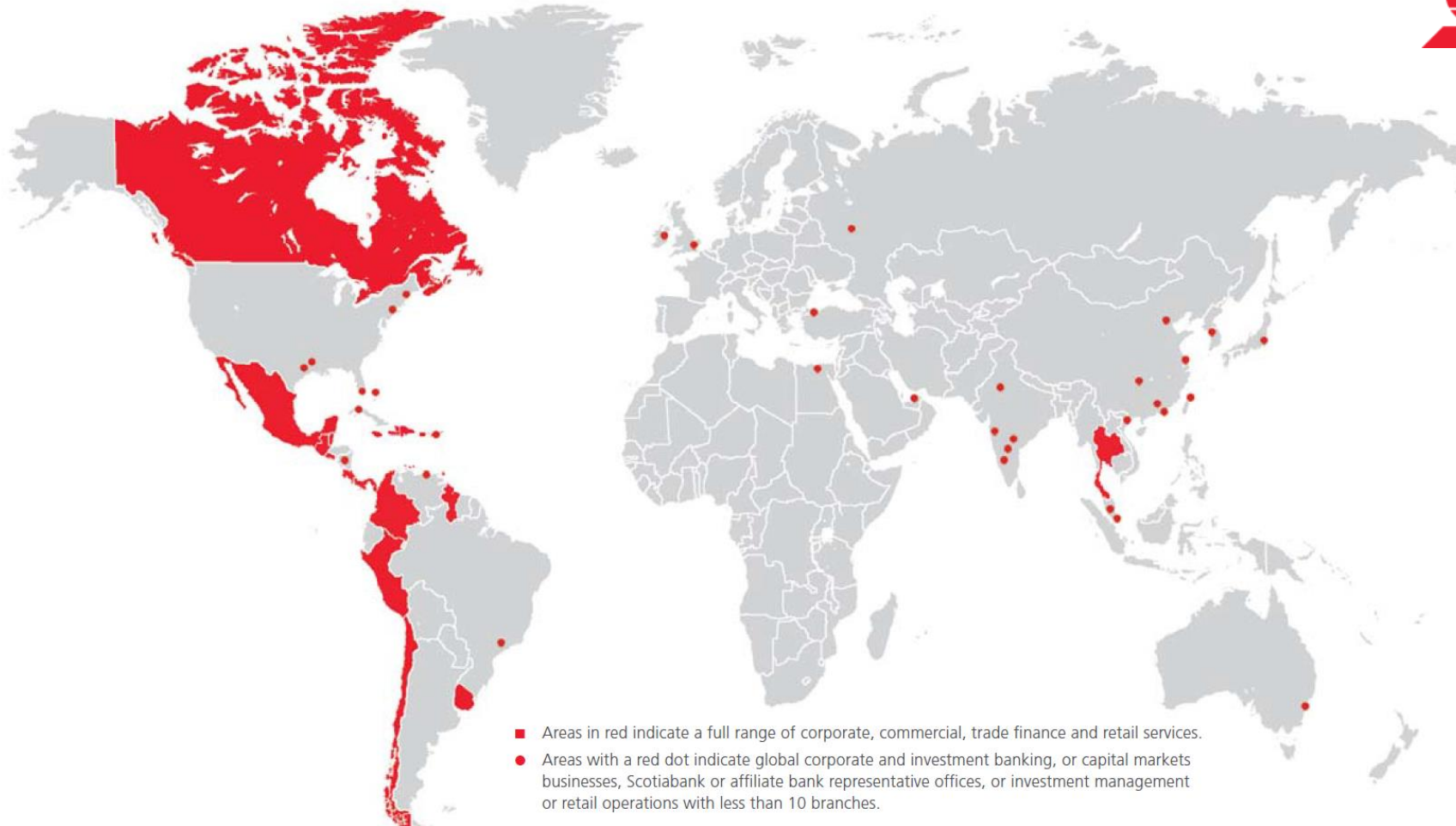
Source: Gallup – Q12 Meta Analysis May 2016



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Founded

**1832**

Halifax, Nova Scotia

Employees

**90,000+**

58% Outside of Canada

Customers

**24 million+**

**Global Employee Recognition** team located in Toronto owns the global policy for 3 major recognition programs:

## Applause 2.0

- informal, ongoing, social recognition, with and w/o points

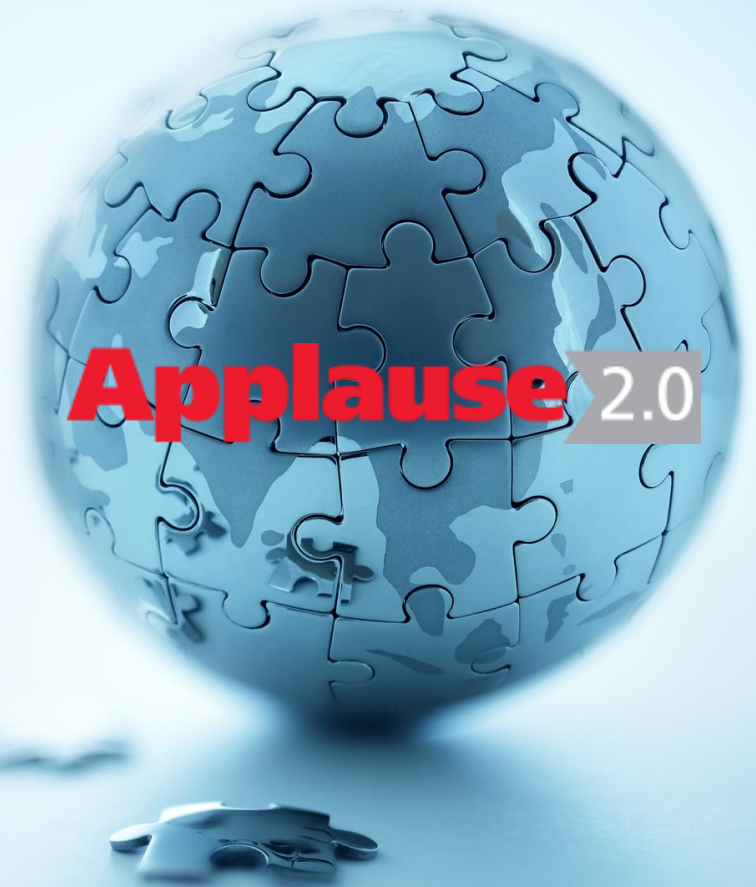
## Best of the Best

- formal, annual, performance-based

## Tributes

- formal, annual, tenure-based, 1<sup>st</sup>, 5<sup>th</sup>, every other 5<sup>th</sup> year

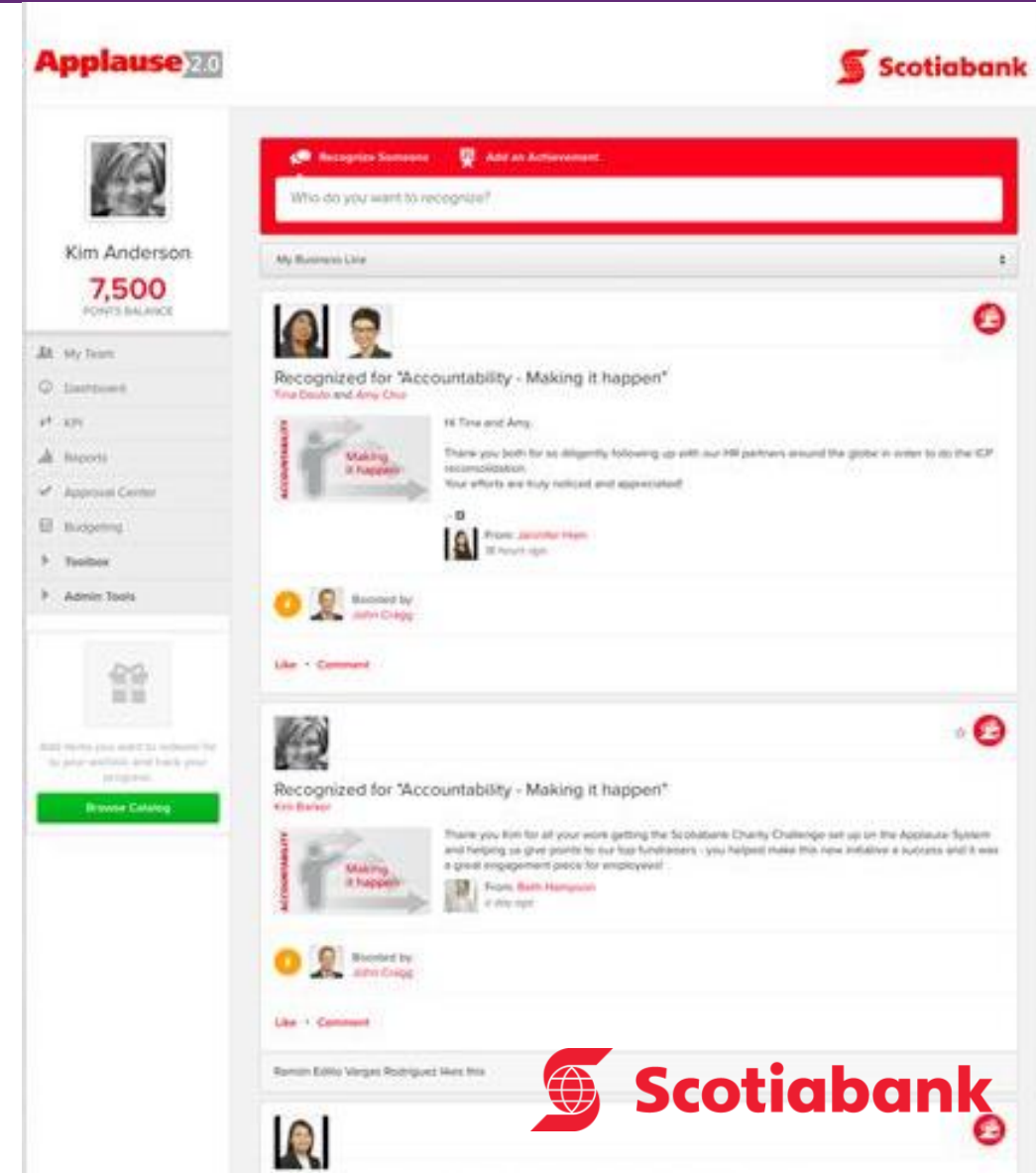
- 3 languages (English, French, Spanish)
- Purchasing Power Parity
- GER determines key messages globally, local / B.U. customize for their groups
- Country / regional teams empowered to design locally-relevant campaigns
- Country reporter access through Applause 2.0
- Monthly calls to gather input, feedback





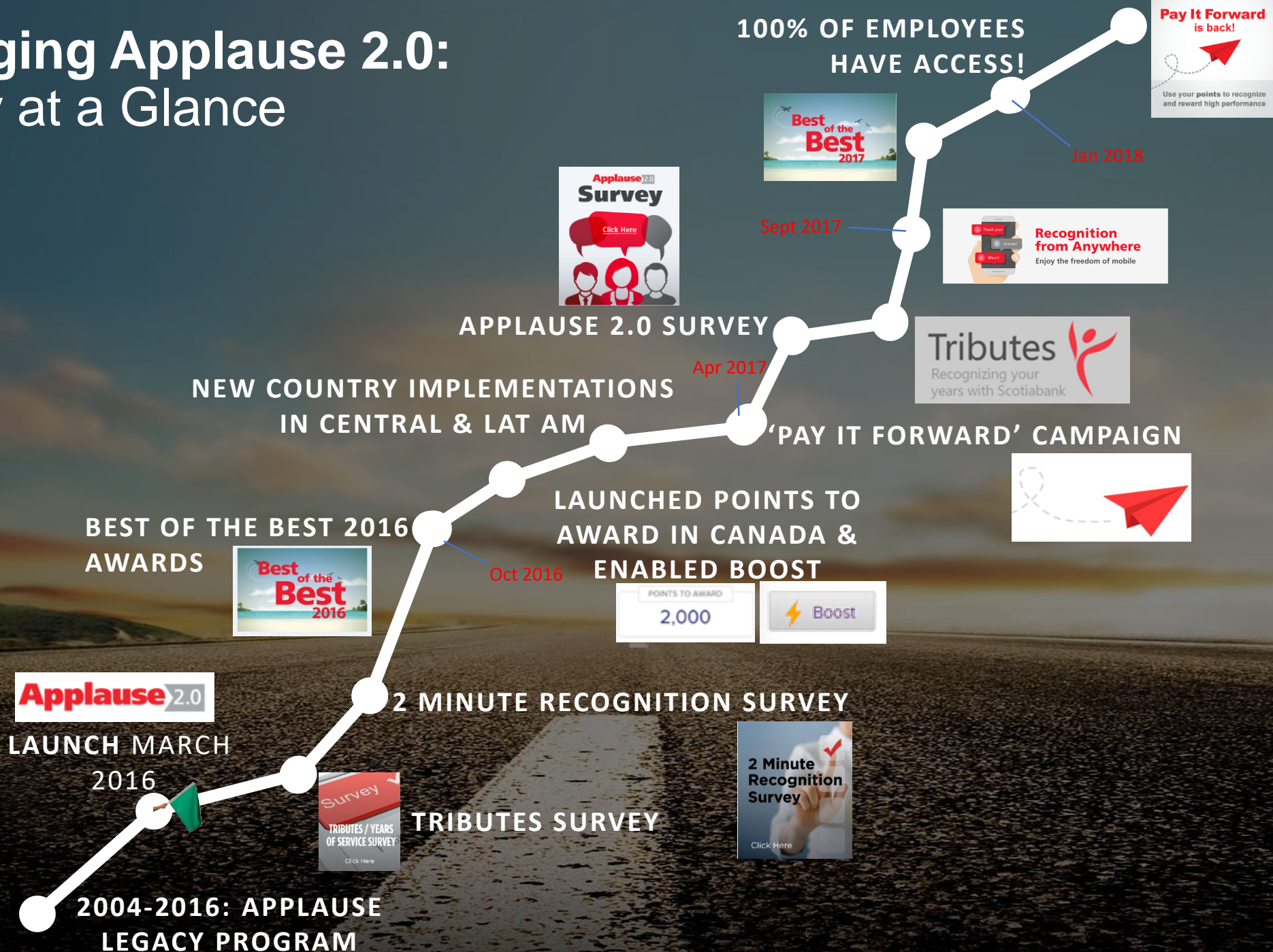
## Applause 2.0

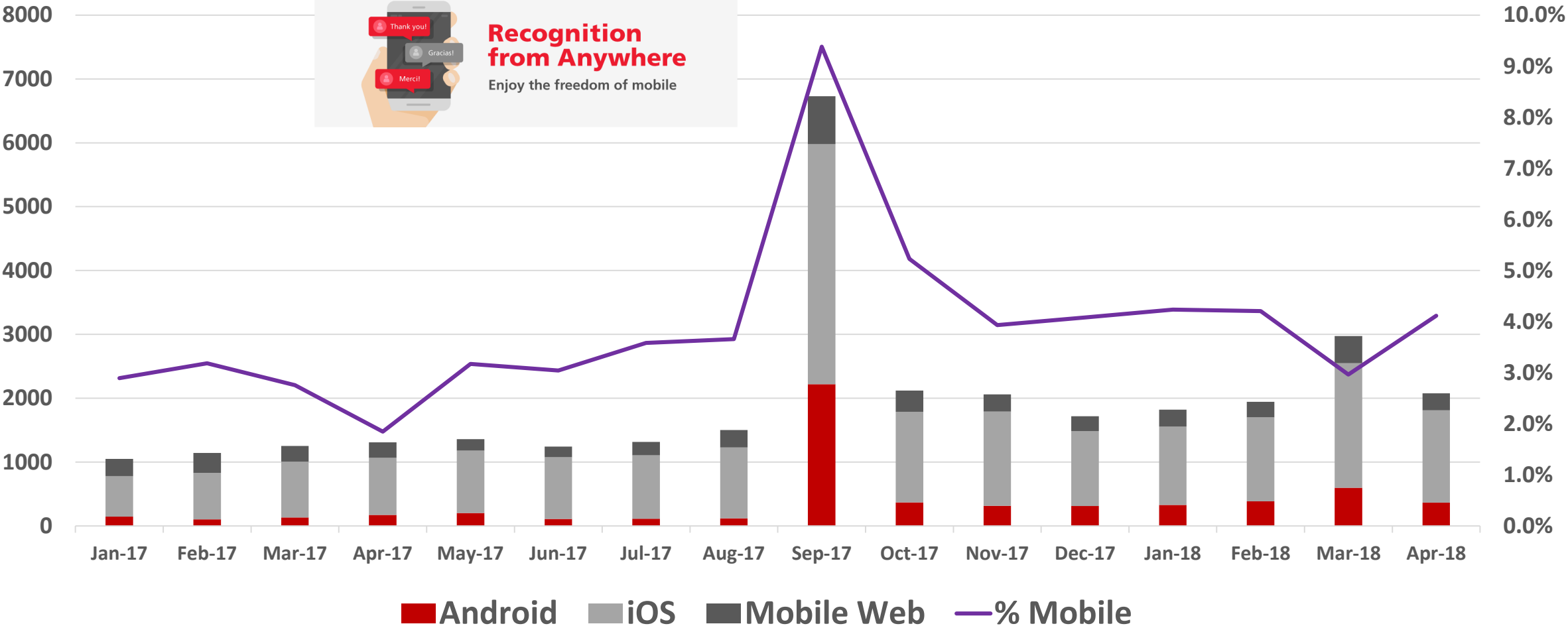
- Available to 90,000 users in 40 countries
- Largest groups in Canada, Mexico, Peru, Colombia, Chile, Central America and the Caribbean
- Includes all business units and functions
- Cultural shifts and Bank values used as recognition categories
- 5 KPI tracked throughout the year, monthly dashboards
- Two major global campaigns in the year to raise awareness and drive usage





# Leveraging Applause 2.0: Journey at a Glance





## Executive Support



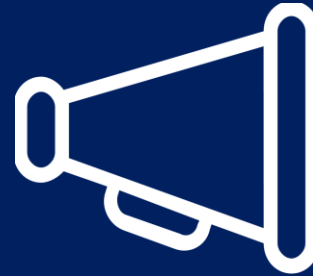
- Focus on what's important to Exec level
- Develop strategy to support Exec goals
- Identify key champions
- Make it easy to engage and support
- Measure, Report, Refine

## People Leadership Accountability



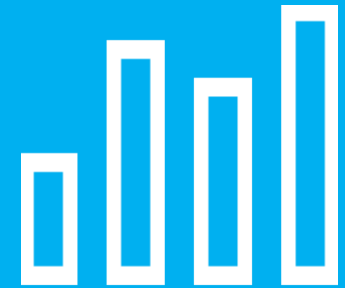
- **Define key behaviors that drive results** Identify key champions
- **Train & educate**
- **Hold leaders accountable**
- **Drive competitive spirit**

## Continuous Communication



- Set recognition, engagement, and business alignment goals
- Commit to ongoing mass & targeted strategy
- Keep it fresh and fun

## Alignment to Business



- Define core business objectives
- Engage People Leaders & Employees through multi-channel communications
- Set success metrics, measure results and adjust as needed

## Executive Support



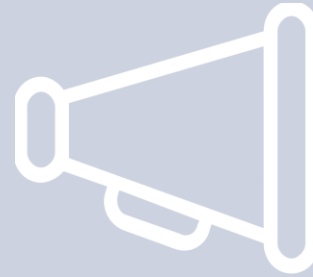
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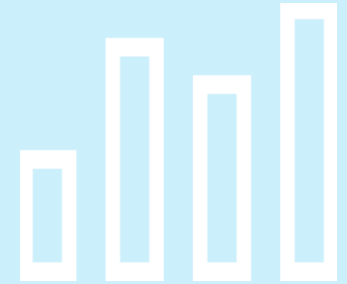
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## EXECUTIVE SUPPORT AND PEOPLE LEADERSHIP ACCOUNTABILITY

Monthly  
Ambassador  
Updates



Town Hall  
Topics



Recognition  
Ambassadors



Leaders'  
Blogs



Quarterly  
SVP Updates





# APPLAUSE 2.0 - KEY PERFORMANCE INDICATORS

## All Bank Overview

F2018 Year to Date

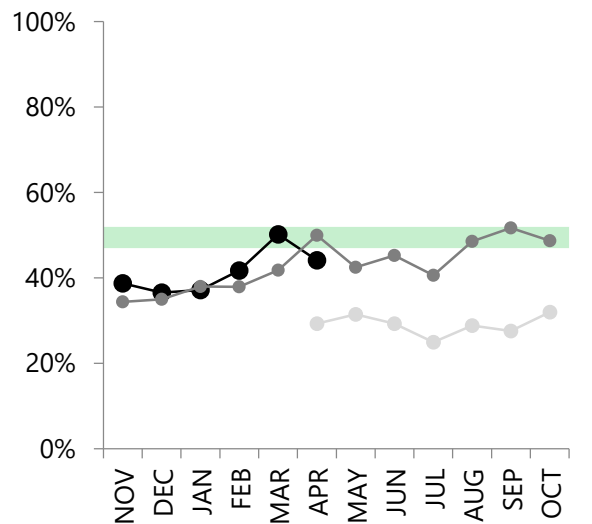


Based on monthly point budget usage by PMs

People Manager Budget Usage

**42%**

▲ Up 1% from F2017



● F18 ● F17 ● F16 ■ F18 Target ■ F18 Individual Contributor



Based on employees who have enabled their account to date

All Employee Activation

**86%**

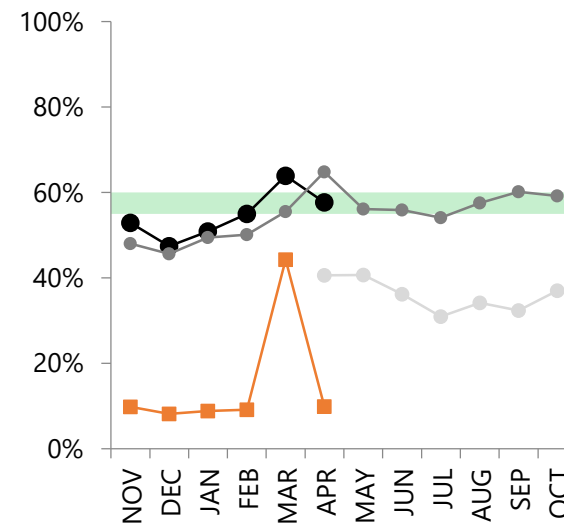


Based on PMs who send 1+ recognitions per month

People Manager Sent Recognition Coverage

**55%**

▲ Up 3% from F2017



Based on employees who have logged in within the past 30 days

Monthly Active Users

**52%**

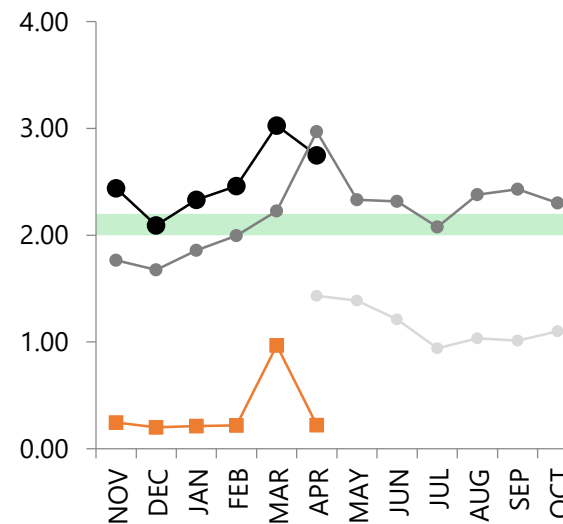


Based on average recognitions sent by PMs per month

People Manager Sent Recognition Index

**2.6**

▲ Up 0.5 from F2017



- KPIs defined using Employee input – survey
- Focus on people managers & added individual contributor in F18
- 3-pronged strategy
- Dashboards shared monthly with key stakeholders





# APPLAUSE 2.0 - KEY PERFORMANCE INDICATORS

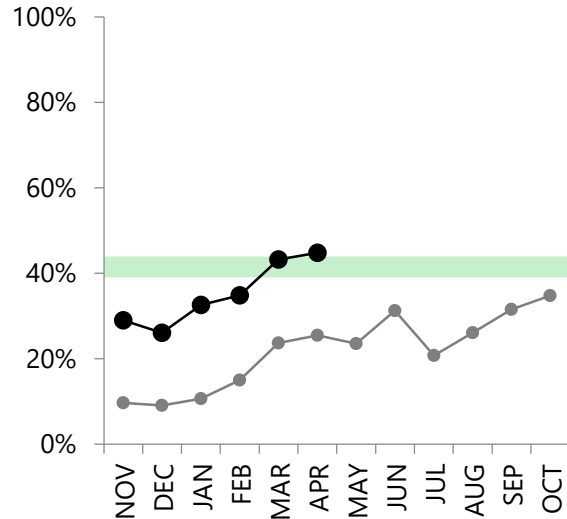
## Unnamed Corp. Function

F2018 Year to Date



Based on monthly point budget usage by PMs

People Manager Budget Usage  
**35%**



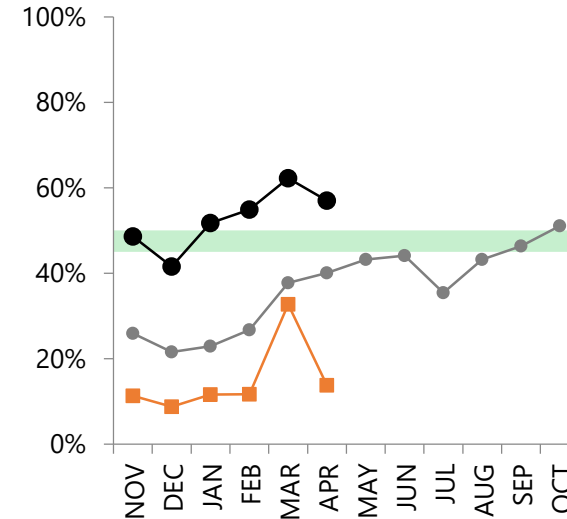
Based on employees who have enabled their account to date

All Employee Activation  
**89%**



Based on PMs who send 1+ recognitions per month

People Manager Sent Recognition Coverage  
**53%**



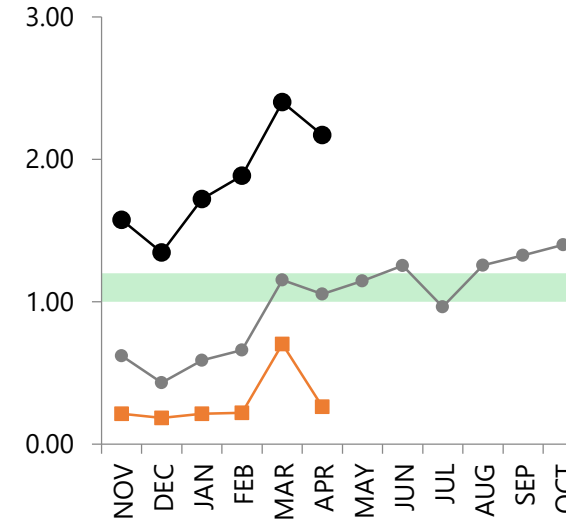
Based on employees who have logged in within the past 30 days

Monthly Active Users  
**54%**



Based on average recognitions sent by PMs per month

People Manager Sent Recognition Index  
**1.9**



## Corp. Function Story

- Met with Head and executive mgmt. team in Jan 2017
- Head committed to use all his points each month, and ask his direct reports about their recognition activity
- Recognition Ambassador appointed in July



● F18    ● F17    ■ F18 Target    ■ F18 Individual Contributor

## Executive Support



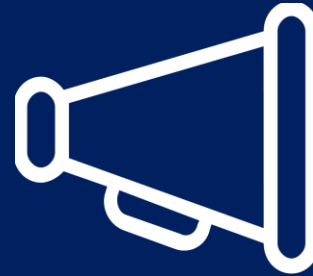
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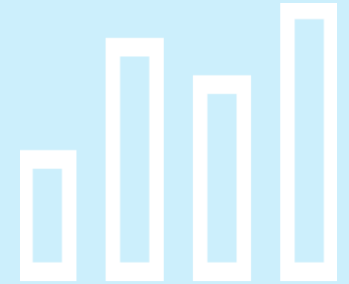
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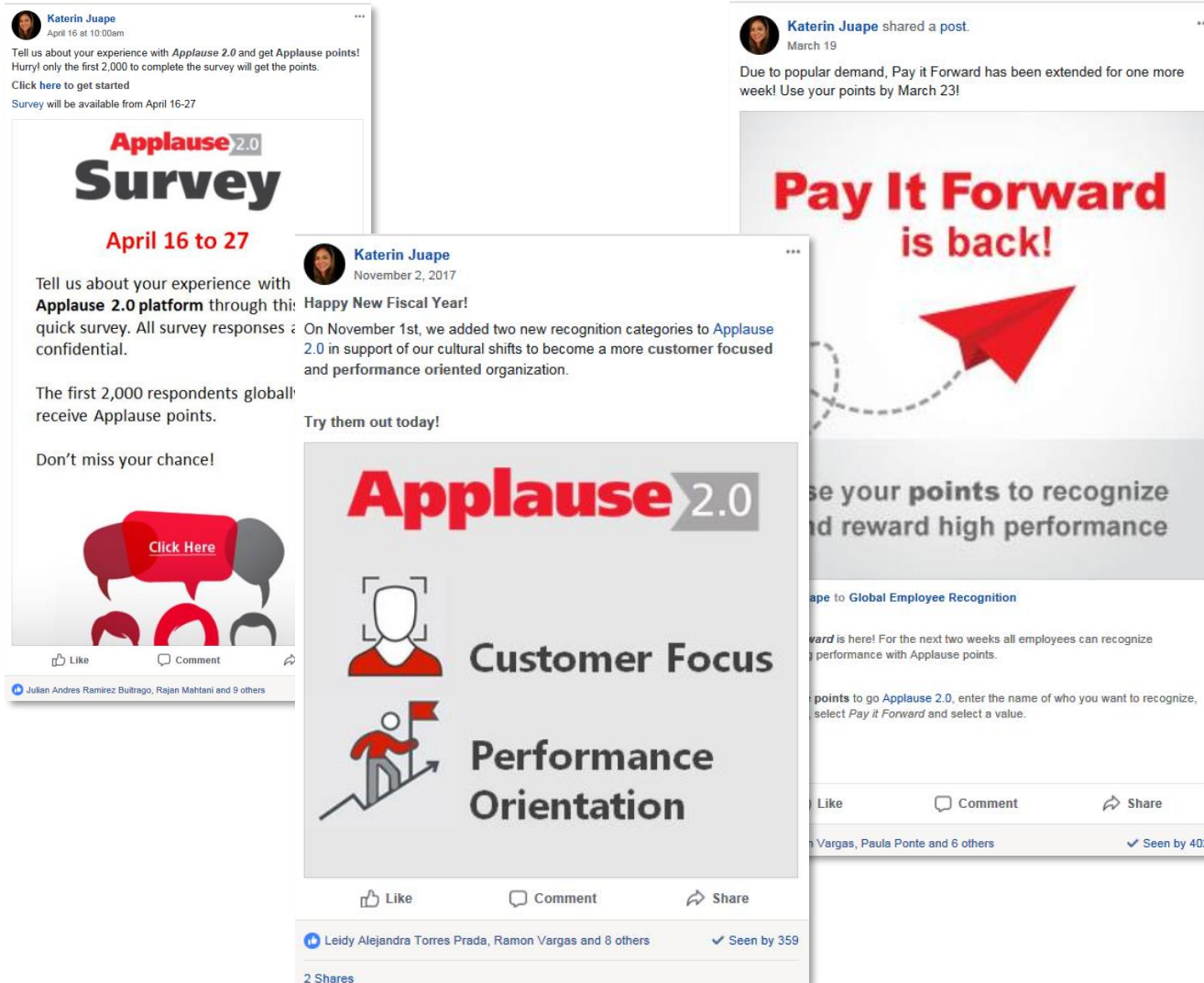


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# CONTINUOUS COMMUNICATION



## Executive Support



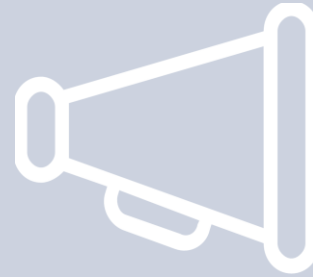
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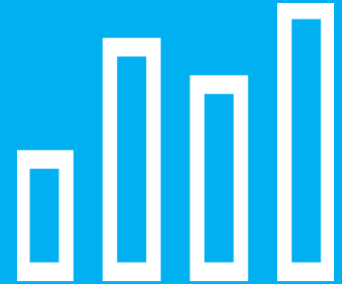
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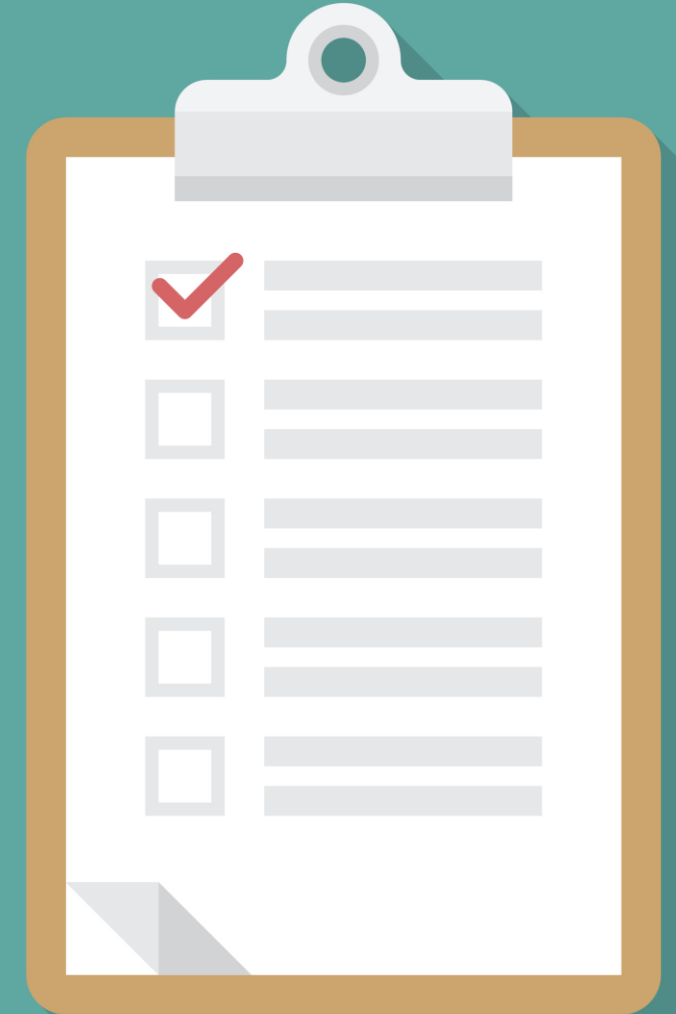
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- **Customer view**
  - NPS - Customer Satisfaction
- **Employee view**
  - Engagement scores
  - Performance scores
  - Turnover
- **Results Driver opportunities**  
(regional ownership)



- ☐ Inclusive program
- ☐ KPIs and results transparency
- ☐ Strategic campaigns
- ☐ Recognition Ambassadors







WorldatWork.  
**2018 TOTAL  
REWARDS**  
Conference & Exhibition



# Q&A

**Achievers**  
A Blackhawk Network Business

&

 **Scotiabank**

World**at**Work.